



Follow-up Plan Guidelines

The following sections detail suggestions for PHA management in developing a Follow-up Plan based on their results from the Resident Service and Satisfaction Survey. Each PHA should tailor their Follow-up Plan to address their individual results from the survey and it is important to remember that the guidelines below are to serve as recommendations only. If there are other methods that are not listed which you feel would better address the issues for your specific housing agency, REAC encourages you to utilize them in the development of your Follow-up Plan.

Maintenance and Repair

The score for this section measures how adequately and quickly PHAs respond to maintenance requests from residents and how satisfied residents are with repairs. The following are suggestions for making improvements in this area:

- It is important that you arrange to communicate with residents (hold a resident meeting, meet with the Resident Advisory Board (RAB) or meet with residents on an individual basis) regarding their concerns and perceptions on this issue. If situations which they identify as problems are improved, then satisfaction with this service area should improve.
- If you have already received a score for your Physical Assessment, it would be logical to assume that deficiencies identified in this area may correlate to resident dissatisfaction with Maintenance & Repair. Addressing these deficiencies should also correspond to a rise in resident satisfaction for this service area.
- Ensure that you are identifying major recurring problems and trends. Identify immediate and long-term solutions to maintenance problems, including funding sources, i.e., operating budget, reserves, city, CIAP, etc.
- Ensure that you have a system that accounts for and manages *work orders*. It should document the timeliness involved with the preparation and issuance of work orders.
- Provide feedback to maintenance staff on the efficiency and quality of work order preparation and repairs. Reward those staff who excel with bonuses and recognition.



- Ensure that all PHA staff are clear on what constitutes an Emergency Work Order and what constitutes a Non-Emergency Work Order:

Emergency Work Order – issued to correct a condition that poses an immediate threat to life, health, safety or property, or related to fire safety (PHMAP Handbook, page 6-26). Examples include, but are not limited to, an unhealthy or undrinkable water supply, gas leak, broken/blocked sanitary sewer line, failed heating system, hazardous electrical system, uninhabitable unit as a result of a fire, and situations causing an exposure to asbestos, lead based paint, or other toxic materials.

Non-Emergency Work Order- issued to correct conditions that do not pose an immediate threat to life, health, safety or property, or are not related to fire safety.

- Ensure that maintenance staff are adequately trained. Offer training opportunities (i.e. classes at the PHA or opportunity to attend outside courses) and hire qualified, experienced staff. Training should include professional conduct standards for communication with residents, resident notification requirements regarding maintenance entry and manner in which conditions should be left once work is completed.
- Do not place a quick fix on a repair problem. Resolve the problem so it does not continue to occur in the future. If a repair is requested, ensure that the problem is thoroughly investigated and fixed correctly the first time. It may be more expensive initially, but it will save you money in the future.
- Partner with a housing agency that scores high on the PHAS to benchmark their success, and adopt Best Practices. Contact HUD headquarters or your local field office to obtain copies of other PHA's Maintenance Plans, etc.
- Visit your local HUD office to talk to them about potential methods for improvement.

Communication

Clear communication of services, procedures, other neighborhood-related issues and activities is a critical component in the success of a development. This section measures the level of that communication in the area of events, activities, and programs available to residents, and the ability of residents to communicate with management regarding problems and issues. The following are suggestions for making improvements in this area:

- It is important that you arrange to communicate with residents (hold a resident meeting, meet with the RAB or meet with residents on an individual basis) regarding their concerns and perceptions on this issue. If situations which they identify as problems are improved, then satisfaction with this service area should improve.



- Train PHA staff to effectively and politely communicate with residents. Conduct role playing exercises and demonstrate the appropriate manner to interact with residents.
- Ensure there are adequate internal PHA communications.
- Make sure there are written policies and procedures, that residents have copies of them and that they have input and are in agreement with them. Avoid dictating policy and encourage residents to participate in policy development.
- Have frequent resident meetings, inviting the residents to help set your agenda.
- Try to communicate with residents in their spoken language, if they do not understand English.
- Identify an effective method of communicating with residents, such as flyers/letters sent with rent bill, flyers/letters placed in all mailboxes or a community bulletin board.
- Assist and encourage residents to be part of the solution, to join or develop committees/organizations that can help improve the community.
- Notify residents of improvements being made to the development. The possibility of positive change can be an incentive for residents to be involved in their development and maintain their own unit better.

Safety

The goal of this section is to capture how safe the residents feel and to assess if the housing agency is making efforts to provide safe living conditions. The following are suggestions for making improvements in this area:

- It is important that you arrange to communicate with residents (hold a resident meeting, meet with the RAB or meet with residents on an individual basis) regarding their concerns and perceptions on this issue. If situations which they identify as problems are improved, then satisfaction with this service area should improve.
- Partner with police. Cooperation with police can include, but is not limited to:
 1. Units deprogrammed for use as police substations;
 2. Periodic and regular meetings between the local police agency and PHA management;
 3. Provision of access by the local police agency to vacant units in order to facilitate surveillance and pursuit;
 4. Provision of community space for police/community meetings;



5. Police input into the development and implementation of drug elimination grants;
 6. Police input into modernization planning;
 7. Operation Safe Home and other Federal/local law enforcement efforts;
 8. Gun and drug sweeps;
 9. Youth counseling;
 10. Youth recreational activities;
 11. Tenant security training;
 12. Community policing;
 13. Security surveys.
- Report all criminal activity to local police authorities.
 - Policies and procedures in place for tracking crime and crime related activities, should be able to demonstrate that crime and crime-related problems are being tracked by development.
 - Institute a resident screening process which denies housing admission to those individuals who do not meet the legal criteria established by HUD or PHA board resolution.
 - Establish policies that define safe behavior for residents with the correct level of repercussions for violating policy.
 - Add additional lighting in common areas, and periodically check all lights to make sure they are working.
 - Check all locks and outside doors to assure they are not in disrepair, and repair all locks that are damaged.
 - Provide children and teenagers a place to play. Build and/or maintain neighborhood playgrounds, and basketball courts. Create youth programs to discourage crime among that age group.
 - Offer a course on basic home safety to residents.
 - Provide preventative drug related services to residents, such as:
 - Preventative drug education
 - Referral sources for drug treatment programs
 - Work with resident councils or other formal resident groups in the implementation of drug elimination grants. (24 CFR 961.3)



Services

Development services include both basic housing services such as electricity and water, and those services PHAs should make an effort to make available to residents, including education, job and child care. The following are suggestions for improvements in this area:

- It is important that you arrange to communicate with residents (hold a resident meeting, meet with the RAB or meet with residents on an individual basis) regarding their concerns and perceptions on this issue. If situations which they identify as problems are improved, then satisfaction with this service area should improve.
- Partner with your local city or HUD to bring needed services to your residents such as job training and placement. Ensure that job training programs emphasize job acquisition and retention skills.
- Provide childcare information to residents – either formally, informally, or both. For example: provide a list of child care providers in your area with phone numbers.
- Work with local schools to start adult education programs, such as GED training and computer classes.
- Partner with a local college or education agency to provide tutoring services for the academic or linguistic needs of residents.
- Provide programs that enhance and encourage school attendance and reward academic excellence, such as good report cards.
- Provide intergenerational programs. For example, organize a group of older residents who advise the younger residents on child rearing.
- Provide self-improvement or self-sufficiency programs for residents, such as:
 1. Financial Counseling
 2. Nutrition and personal development classes
- Provide homeownership opportunities to residents. Set up an on-going system to answer questions and inform residents about homeownership options.
For example:
 1. write newsletter articles explaining the intricacies of HOPE VI and/or other homeownership programs, along with phone numbers for obtaining more information
 2. hang posters and bulletin board presentations promoting homeownership
 3. provide counseling seminars for interested residents - housing counseling referrals are provided by HUD via a toll free number, 1-800-569-4287



4. develop financing arrangements with state and local housing finance agencies, private entities, etc.

Neighborhood Appearance

A poorly maintained development can lead to a number of problems. The appearance of the housing development should be neat and orderly. Ideally, the development should compliment the community and there should not be a clear line that defines the borders of the development due to perpetual problems such as litter, broken glass, and vandalism. Residents are encouraged to be part of the solution. There is an established process in place for residents to report problems. Management responds in a timely and professional manner to appearance problems in the community. The following are suggestions for improvements in this area:

- It is important that you arrange to communicate with residents (hold a resident meeting, meet with the RAB or meet with residents on an individual basis) regarding their concerns and perceptions on this issue. If situations which they identify as problems are improved, then satisfaction with this service area should improve.
- Have a system for dealing with abandoned buildings and vacancy.
- Exterminate pests regularly and on an as needed basis.
- Implement quarterly trash days on which large items can be picked up.
- Be proactive about improving the appearance of the neighborhood. Do an assessment (at least visual) of your community on a regular basis. Don't just depend on staff to inform you of problems.
- Start a neighborhood appearance council made up of residents. Award a prize or recognize the resident with the best kept yard, and recognize that individual in a newsletter.
- Eliminate graffiti within 24 hours of report.